



## **Tees Heritage Trust Ltd**

### **Directors' skills and competences 2020**

#### **1. Council of Management Role Description**

The role of the Council of Management is to ensure that Tees Heritage Trust (THT) has a clear vision, strategy and means of implementation. Its main responsibilities are to:

- Establish a clear vision, mission and values for the organisation.
- Shape THT's strategy and structure.
- Monitor and improve THT's performance.
- Ensure accountability.
- Inspire effective advocacy for and promote the work of THT.

The focus of the Council of Management's work is therefore on giving the members and volunteers of THT clear strategic direction and on monitoring delivery. The Articles of Association of THT states that:

- a) The number of members is to be no more than 40;
- b) there should be a minimum of eight and a maximum of eighteen directors;
- c) Directors are appointed on three year fixed terms and can be re-elected at the end of the three year term;
- d) Each of five Borough Councils in the Tees Valley has a right to have a representative on the membership of the Trust, but not on the Council of Management; although representatives of the Borough Councils may be elected to the Council of Management.

The Trustees should comprise the best balance of skills and expertise to help THT achieve its mission:

To preserve for the benefit of the people of the Tees Valley, whatever of the English historical, architectural, artistic, archaeological, constructional and environmental heritage may exist in and around the Tees Valley aforesaid in the form of buildings, land, artefacts, or other objects of particular beauty or historical, architectural, artistic, archaeological, constructional, or environmental interest.\*

The THT's directors should be able to demonstrate the following qualities:

- an understanding of, a commitment to, and an enthusiasm for THT, its purpose and its work;
- objectivity, fairness, independence of mind, integrity, wisdom, discretion and good judgement;
- a commitment to act solely in the best interests of THT, and of the wider public, without regard to personal interest or benefit;
- strategic vision and the ability to focus on practical issues;
- readiness to take and be accountable for decisions;
- the necessary time to be an effective trustee;

- a good team player;
- commitment to playing an ambassadorial role for THT;
- have no significant potential conflicts of interest;

### **Collective Attributes**

The Directors should act as a team, accepting collective responsibility. Taking into account the combined attributes of its members the Council of Management overall should have the experience, knowledge and skills needed to fulfil its role and responsibilities, including in particular:

#### Experience of:

- setting strategic priorities;
- leadership and board level decision making;
- organisations with many stakeholders; raising the profile of an organisation through advocacy and improved services; wider financial issues and specific skills in audit and risk management;
- human resources, including managing, volunteers and consultants;
- good governance in business, not-for-profit organisations and an understanding of the governance of charities and the duties and responsibilities of directors.

#### Knowledge and skills:

##### **Essential:**

Leadership and management:

Governance  
 Strategy  
 Financial management - strategic  
 Business planning  
 Fundraising  
 IT  
 Running a membership organisation  
 Marketing  
 Human resources  
 Legal  
 Equal Opportunities

Knowledge and understanding of the specific work and needs of the sector:

Heritage buildings  
 Architecture  
 Landscapes, parks and gardens  
 Places of worship  
 Industrial, transport and maritime heritage  
 Campaigning and lobbying  
 Community engagement and social enterprise  
 Community Asset Transfer  
 Planning and conservation  
 Property and property maintenance

##### **Desirable:**

Knowledge of:  
 Archaeology - all disciplines  
 Museums, libraries and archives

## Change management

### 2. Table of Skills and competencies

**New Trustees:** Would you please indicate your strengths from 0 to 3 where 0 indicates no knowledge and 3 means real expertise and also with a hashtag # to show which strengths you would particularly like to contribute.

Please then return to the Trust Manager ([Stewart.ramsdale@btopenworld.com](mailto:Stewart.ramsdale@btopenworld.com))  
Thank you.

NAME:	
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Essential skills and competencies (across the Committee):                      My expertise (0,1,2,or 3)

Leadership and management	
• Governance	
• Strategy	
• Financial management	
• Business planning	
• Fundraising	
• IT, including social media	
• Marketing	
• Human Resources	
• Legal	
• Equal Opportunities	
• Other (please state:)	
Knowledge & understanding of the work and needs of the sector:	
• Heritage buildings	
• Architecture	
• Landscapes, parks and gardens	
• Places of worship	
• Industrial, transport and maritime heritage	
• Community engagement and social enterprise	
• Community Asset Transfer	
• Planning and conservation	
• Property and property maintenance	
• Other (please state:)	
Knowledge of professional issues currently facing the sector	
• Funding	
• Banking	
• Insurance	
• Regeneration	
• Enterprise	
• Education and interpretation	
• Diversity and social inclusion	
• Volunteering – recruitment and management	
• Environmental sustainability	
• Other (please state:)	

Desirable skills and competencies (across the Committee)	My expertise (0,1,2,or 3)
• Archaeology - all disciplines	
• Museums, libraries and archives	
• Change management	

\* abridged from the Trust's Memorandum of Association.

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Adopted on: 18<sup>th</sup> November 2020

Last reviewed:.....[date]

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